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***South Carolina
Certified Public Managers Program Project
FY 2011-2012***

***South Carolina Criminal Justice Academy's
Advanced Training Attendance Deficits / Instructional
Capacities for South Carolina Law Enforcement Agencies***

***Cliff C. Miller
South Carolina Criminal Justice Academy
February 2012***

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STATE DOCUMENTS

Problem Statement:

The South Carolina Criminal Justice Academy (SCCJA) provided 320 advanced level training classes in 2011 to the law enforcement community of our state. These offerings include 55 different topical classes 14 of which are considered to be certifications. Each year many of the training slots allocated to agencies are lost due to the failure of officers to attend classes. These officers are referred to as “no shows.” The advanced / specialized classes are funded by the Academy’s fiscal budget so there is no tuition base attached to any of these offerings. In other words, these classes are free to the student and agency. “No shows” equate to a loss of money, instructor time, and administrative effort for every seat that is not filled.

This analysis will provide comprehensive statistics to display significant loss of attendance surrounding the SC Criminal Justice Academy’s advanced training classes. These figures will also be evaluated to suggest possible solutions to reduce attendance deficits. In conjunction with this study, there will be data collected to determine a standard formula for the amount of instructor certifications in specified disciplines each agency should have at all times.

A growing dilemma related to certification oriented classes is objectively issuing training slots to agencies that have a specific critical need. Over the years, this has been somewhat biased, allowing more mainstream agencies to access slots in critical certification classes. Not only has this become an equitability problem, but it has hampered the recertification process. For example, officers with instructor certifications in Firearms, Driving and Basic Instruction must come to the Academy every three years in order to recertify through a guest instructor program. Participation in

the program is essential for all instructors wishing to maintain certification. The Academy relies heavily on guest instructors to assist with training basic law enforcement candidates.

Issues regarding attendance of classes are not the only concern. Many of these classes provide specializations that are fundamental to the operation and success of an agency. When these critical slots are given out to officers that are only trying to enhance their credentials for promotion, the law enforcement community as well as the basic students suffer. For that reason, it may be beneficial to determine a method to fairly allocate slots in such classes. For that reason, the outcome of this research and proposal will validate an equation that can be immediately implemented to allot certification slots fairly and efficiently to our customers.

Data Collection and Analysis

The objective of this project is to use the assembled data to determine the severity of the attendance issue and to recommend mitigation tactics. In combination with this information, research was conducted to determine a formula to measure and stipulate instructor strength per agency within the South Carolina law enforcement community.

The attendance data was collected through the SC Criminal Justice Academy's ACADIS System. This computer program tracks all records relating to Academy approved training as well as every officer's individual training history. Due to the system being relatively new, the data collection period for this project is from January 1, 2011 through December 31, 2011. Statistics have been assembled from all completed advanced training classes which identify; total student registration numbers from original class rosters, total absenteeism numbers, the number of excused absences, and the

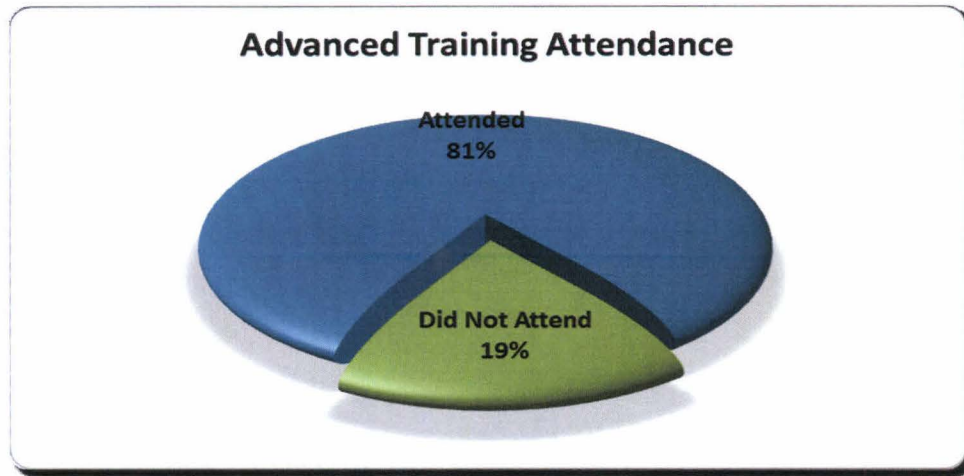
number of unexcused absences. The names of the students and agencies that did not complete classes have not been recorded. Only statistical data is presented. A pie chart is used to graphically illustrate the results of this inquiry.

A barometer for the allotment of law enforcement instructors within the expertise of Firearms, Driving, and Basic Instruction was researched with data obtained from a geographically strategic perspective. Twenty agencies from across the country were called and asked to discuss questions pertaining to methods in which they manage instructional personnel. Innovative suggestions and national findings have yielded some recommended solutions for law enforcement agencies within South Carolina on what the full complement of instructors per agency should be in the mentioned disciplines.

Advanced Training Attendance

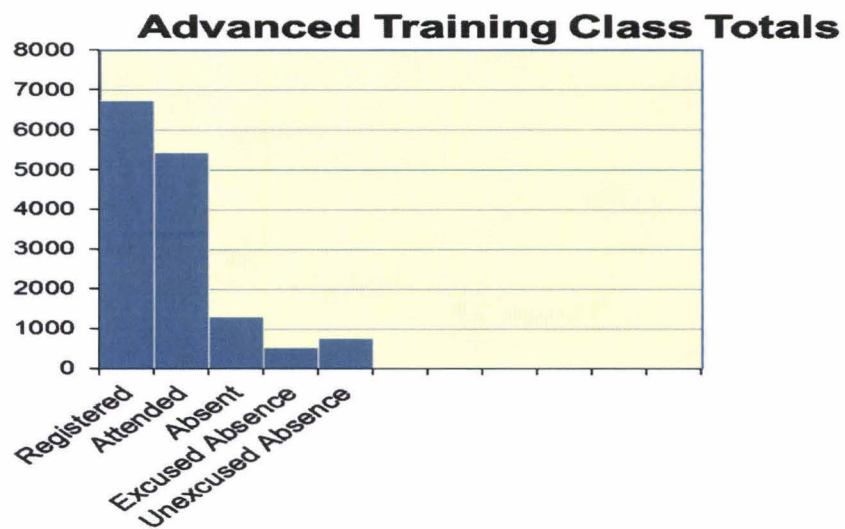
In the 2011 calendar year, there were 320 advanced classes conducted by the SC Criminal Justice Academy. 178 offerings were conducted in the field and hosted by other agencies. The other 142 were conducted on the Academy campus. There were 6,737 students registered for these trainings (Appendix 1). Of those, 5,432 students attended these courses for a completion rate of 80.6% (Figure 1).

Figure 1



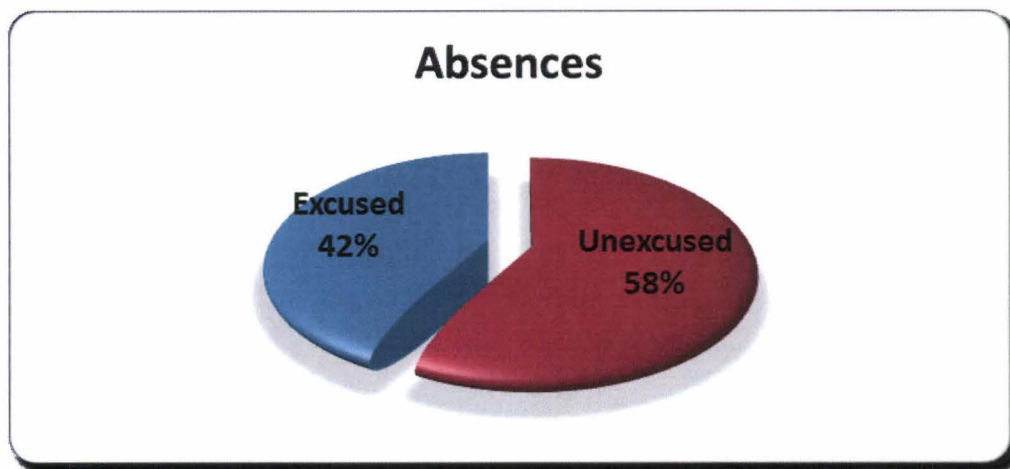
Students who failed to attend were broken down into two categories; excused and unexcused. For this report, the term “excused” means they withdrew from the training for a valid circumstance (sickness, court, agency dilemma, failure, etc.). The “unexcused” label indicates they were a “no show” without giving any type of notification. Out of the 1,305 students who did not complete the courses, 543 were excused and 763 were unexcused (Figure 2).

Figure 2



When the ratio of non-success factors was examined, the results showed that there was an excused rate of 8.10% and an unexcused rate of 11.30% accumulating to a 19.40% absenteeism rate. Of the 19.40% attendance deficit, 58% were unexcused absences whereas 42% were considered excused (Figure 3).

Figure 3

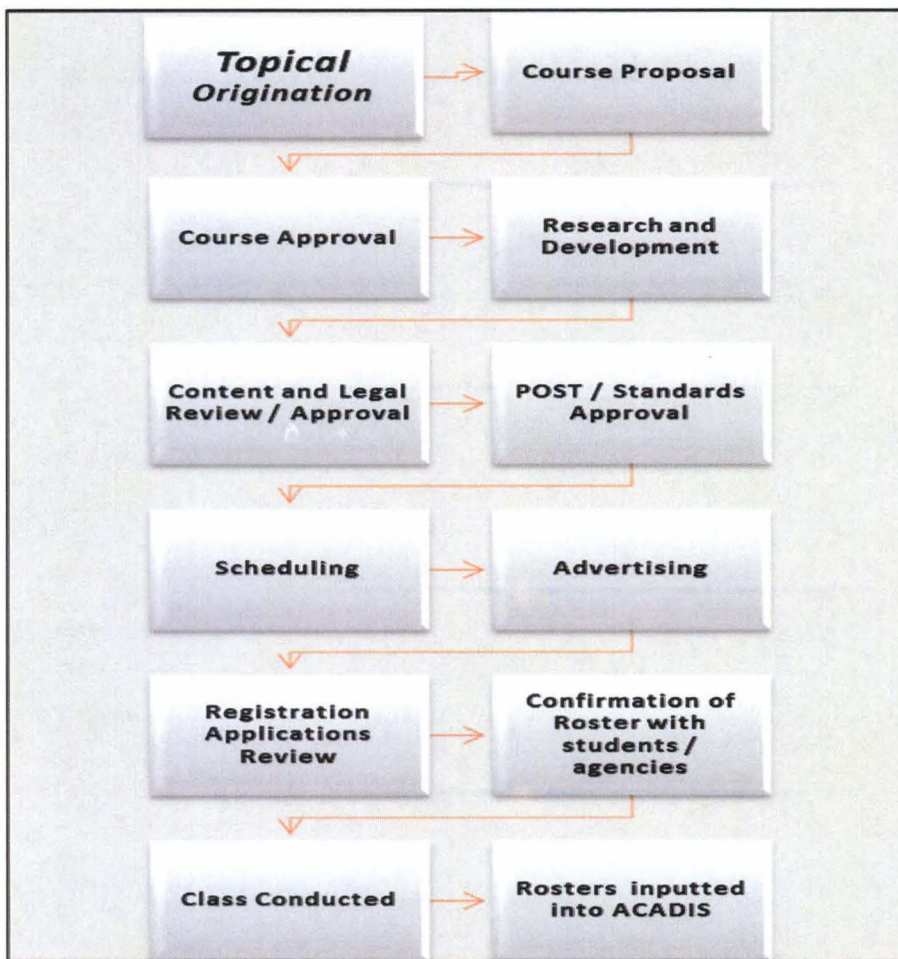


Cost Factors

For years the practice of not giving any notification for absenteeism was reluctantly accepted by the Academy as an unfortunate part of doing business. However, with budgets becoming more and more scrutinized, this practice places the organization in an unwarranted position with regard to fiscal responsibility. When a student does not show up for class and fails to make notification, this does not allow the seat to be filled from a “stand by” list. Based on current numbers provided by our Finance Department, it costs the Criminal Justice Academy approximately \$125 per day / per student for an advanced level class. This figure is based on annually allocated operational monies from the budget. This is an extremely conservative estimate due to uncertain costs for the internal protocols and process to conduct each class offering. The following flow chart provides

a graphic representation of the many different stations one class must pass through in order to be offered (Figure 4).

Figure 4



Implementation Plan

The following recommendations were formulated as possible courses of action designed to address attendance deficiencies in advanced training classes.

Recommendation I: A letter from the Director of the Criminal Justice Academy will

be mailed out to the Chief Executive Officer of each of the 380 agencies across South Carolina. This correspondence will provide an overview of the problem and convey appreciation for any assistance with decreasing this percentage. A similar notice will also be placed in a very conspicuous position on the Criminal Justice Academy's web site.

Recommendation II: If the initial letter does not yield positive results after the first year of evaluation, a second piece of correspondence will be mailed out from the Director. This letter will state that three unexcused absences within a quarterly training cycle will label their agency as a habitual offender of "no shows." They will then be placed on a quarterly probationary status and will not be granted any training slots during that provisional period. This would be very simplistic for staff to manage due to the quarterly registration process through ACADIS. If this does not result in compliance from the consistent offenders, a six month probationary status would be applied.

Recommendation III: The process of advertising, registering, confirming, teaching, and inputting the student training data at the Criminal Justice Academy has changed significantly and become much more contemporary over the last five years. Unfortunately one aspect that hasn't changed is the mindset towards "free training." As mentioned earlier, the Criminal Justice Academy has never charged for advanced training. This is one of the primary reasons the organization has been so successful in equally providing the most up-to-date training to all law enforcement and detention personnel in South Carolina. However, based on the data and many conversations with colleagues from across the state, "free training" is not emphasized within the law enforcement community as significantly as tuition based training. Thus, creating the

opinion that “free training” is not the caliber of training that involves currency.

In most agencies the approval process for a “free class” is relatively uncomplicated. Conversely, the process for tuition based training normally involves numerous approvals and may take weeks to authorize. These internal processes of our customers inadvertently perpetuate the opinion that the quality of tuition based training far exceeds that of “free training.” Naturally this causes students to place very little emphasis on attending if not convenient.

Therefore in order to change the culture in this state, it is suggested that if the percentages of “no shows” doesn’t change significantly with the initial recommendations, a processing or administrative fee will be instituted. This fee will be attached to each class, refundable once the student attends the specified training. The fee would be \$20. This is a radical suggestion as well as a logistical challenge, however if an agency has time invested in the process and also has something at stake, this will most certainly reduce the loss for both organizations.

An alternative way to avoid straining internal resources with reimbursements is to create a quarterly invoice. This billing initiative is for the agencies whose personnel failed to notify the SCCJA prior to missing training. The charge will be regarded as a processing fee for unexcused absences. The penalty will be \$20 per occurrence and will be mailed at the end of September, December, March, and June.

Instructor Allotments

Determining a benchmark for the number of basic instructors a law enforcement agency should maintain on staff was more of a challenge than expected. After surveying many entities such as the Federal Law Enforcement Training Center (FLETC), the

Georgia State Training Academy, the Atlanta Police Department, the Los Angeles Police Department, and other organizations from around the country, it was conclusive that there isn't a national, state or local standard relating to this topic. With no standard to use as an example, it would be reasonable to infer that the Academy, as the sanctioning body of this state certification, needs to creatively establish for our customers a "benchmark" or an acceptable allotment for instructional staff numbers.

Based on the collected data, every agency surveyed selected certifiable instructional talent on a case by case basis. Most agencies took the following characteristics into account when determining potential instructional personnel; education levels, position in the organization, personality, experience and areas of expertise. It was also noted from the data gained in the oral survey that no agency mentioned "need" as a factor in making such a determination.

Shaping a full complementary formula for Firearms and Driving Instructors was much more definitive when it came to seeking observed national averages on an active driving or firearms range. The average national ratio for a firearms instructor on an active firearms range was six students to every one instructor. The national average for driving instructors was three students to every one instructor on an active driving range. However, again there was no national, state or local data relating to how many firearms or driving instructors an agency should have to fully supplement the agency.

Agencies Surveyed

The 20 agencies listed below were randomly chosen from www.USACOPS.com. Each agency was contacted and responded to questions concerning internal instructor

related processes and protocols.

Agencies Surveyed

1. Federal Law Enforcement Training Center
2. International Association of Law Enforcement Firearms Instructors
3. Georgia Public Safety Training Center
4. Los Angeles Police Department
5. Atlanta Police Department
6. Broken Arrow, OK Police Department
7. Boise, ID County Sheriff's Office
8. Aberdeen, WA Police Department
9. Laurens, SC Police Department
10. Sevier County, TN Sheriff's Office
11. Blacksburg, VA Police Department
12. Anderson County, SC Sheriff's Office
13. Cumberland County, ME Sheriff's Office
14. Otter Tail County, MN Sheriff's Office
15. Asheville, NC Police Department
16. Dallas, TX Police Department
17. Lexington, KY Police Department
18. Boca Raton, FL Police Department
19. Travelers Rest, SC Police Department
20. Lumberton, NC Police Department

A representative from each of these agencies was more than willing to orally answer over the telephone these specified questions concerning their management of certified instructors;

Survey Questions

1. Does your agency have a set percentage or number of basic instructors your organization should have at all times?
2. Does your agency have a set percentage or number of firearms instructors your organization should have at all times?
3. Does your agency have a set percentage or number of driving instructors your organization should have at all times?
4. What are your agency's guidelines with regards to instructor ratios on an active firearms range?
5. What are your agency's guidelines with regards to instructor ratios on an active driving range?

6. When selecting personnel to become certified as agency instructors, what criterion does your organization consider?

Responses from all of the agencies interviewed is provided in a reference chart (Appendix 2).

Findings / Proposal

In South Carolina, many law enforcement agencies have differing philosophies about what constitutes a proactive training program. Some have the talent and the means to provide their officers with the training to be proficient at many disciplines. However, there are others that do not have the resources. There are also agencies that view training as a mandated interruption. The number of agencies that view training as a hindrance has declined in recent years due to the adverse results of legal actions against law enforcement across the country. If this trend continues, the vast majority of the agencies in the state will be forced to have a viable training program that is operated and managed by internal instructors. So this has and will continue to pose the question; how many instructors is enough?

It's apparent that not many states have a guest instructor program that requires recertification and allocating instructor slots with a validated balance. Therefore it is incumbent that an internal equation be implemented as a barometer for all agencies to acknowledge. Based on the lack of decertification measures, the following is the number of instructors that are considered certified in the cited specialties within South Carolina;

Basic Instructors	917 (Basic Instructor Development Only)
Firearms Instructors	1195 (Firearms Only) (772 Current, 423 non-current)

As mentioned earlier, these three disciplines are relied upon heavily by the SC Criminal Justice Academy to assist in the basic law enforcement curriculum. In July of 2010, the basic training curriculum increased from nine to 12 weeks. This newly overhauled program changed the way SCCJA has historically instructed. The primary method for teaching over the last 40 years has been predominantly lecture oriented with a small percentage of problem solving situations. The new program takes a much more contemporary approach to adult learning concepts primarily focusing on critical thinking and problem solving.

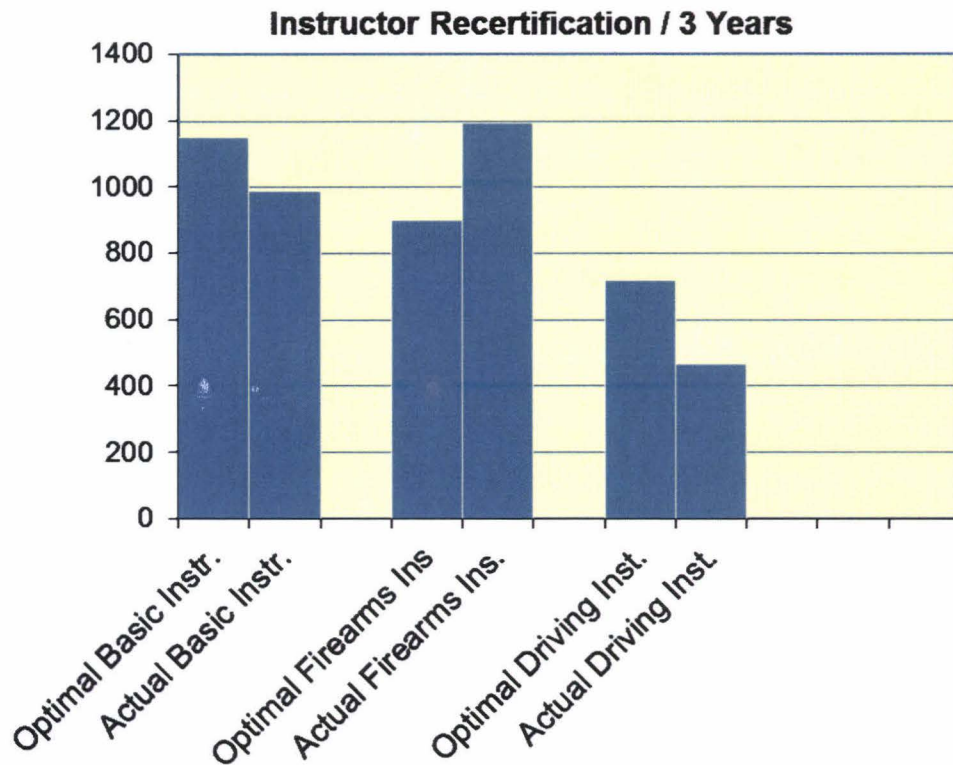
The South Carolina Criminal Justice Academy conducts 16 basic law enforcement classes per year with 60 students beginning in each session. These classes utilize basic guest instructional assistance in weeks 10 and 12 on the practical problems range. The optimal number of these instructors that can be viably utilized is 12 in each of those 2 weeks (24 per basic class). This equates to 384 per year that are needed and can recertify with no difficulties. In a recertification cycle of three years, this would be 1,152 thus giving a deficiency of 235 instructors.

In the previously mentioned 16 basic training classes, firearms guest instructors and driving guest instructors are utilized and recertified in week five on the firearms and driving ranges. They also are used four times a year in a Firearms Instructor School and a Driving Instructor School. The optimal number of guest instructors that can viably be managed in firearms is 15 per week, which equals 300 per year. As for the driving instructors, the optimal amount is 12 per week, which equals 240 per year. In the

recertification cycle of three years, there would be 900, leaving a firearms backlog of 295 instructors. The 1,195 firearms instructors that are listed in the ACADIS system, 772 are listed as current, leaving 423 instructors out of certification. Of the 423 out of date, 132 of those instructors are showing less than one year out of date, thus 291 are more than one year out of compliance. If all firearms instructors were to recertify within the three year cycle, 19.9 guest instructors per class would need to be accommodated.

Conversely to the firearms side, an optimal amount to recertify of 720 per three years gives a shortage of 254 driving instructors. Similar to basic instruction, there is a definitive shortage with driving instructors and not nearly enough assistance to properly accommodate all classes. The diagram below gives an illustrative representation of the ideal versus actual numbers of instructors that will be recertified every three years (Figure 5).

Figure 5



Basic Instructor Recommendation

As stated in a study from Minnesota State University, analyses have shown that class size has no effect on the recall and retention of facts and information during the course as measured by student performance on objective questions or examinations [1]. However, it has also been determined in recent studies there is one significant difference between large and small classes that appears consistently[1]. When it comes to the attainment of higher order academic skills such as problem solving, written expression, and critical thinking, students in smaller classes do acquire more of these skills than do students in larger classes [2]. Thus, while the literature demonstrates that large classes prove no obstacle to the acquisition of specific, course related, factual knowledge, students in

larger classes are at some disadvantage in developing the ability to think better by using skills beyond the basic acquisition of information [2]. Smaller classes do lead to a more positive attitude toward the subject matter of the course [3]. Several studies have hypothesized that the optimal threshold of class size ranges from 10-20 students [4] [5].

It is determined by the SC Criminal Justice Academy's Advanced Training staff that the optimum class size for their respected classes is 20. Basing this result with the lower end of the findings from Minnesota State University, the average was taken of the two reaching the figure of 15 as the most effective class size. If trends continue, more and more agencies will continue to rely on certified instructors to operate and manage their organization's training programs. Therefore, based on the data found, it is reasonable to assess that 6.7% of commissioned staff or a 15 to one officer to instructor ratio is fair in determining a full complement of basic instructors for a law enforcement agency.

This figure will give agencies an internal benchmark to gauge their organization's instructional strength. It should also assist in creating a more credentialed selection process. As for the Academy's Registration Unit, 6.7% creates a barometer to follow when allocating training slots to the law enforcement community for Basic Instructor Development.

Firearms Instructor Recommendation

Assessing all of the data obtained from agencies across the country, the "blueprint" equation for firearms instructors will need to be determined by the individual agencies. It was found that there are many differing variables to gauging a full complement of firearms instructors per agency. Areas of contrast include but are not limited to, range size, technology, safety factors, locations, agency policies and procedures, and types of

weapons being fired.

However, recommendations for a more selective internal process will be conveyed to emphasize the importance, commitment, and responsibilities attached to this certification. It's apparent based on the findings that the Criminal Justice Academy is quickly approaching a critical point with recertifying these instructors on a three year basis. In order to resolve the current dilemma of the 423 firearms instructors being out of compliance, the 291 that are more than a year overdue will automatically be decertified. The 132 that are within a year of compliance and desire to maintain certification, will be scheduled over the next six classes. If they are unable to attend the assigned class, their certification will be voided. This will include placing 22 instructors in each class over the next 4 months. It is suspected that many of these 132 instructors will forfeit certification however this still poses a backlog.

It is suggested that the recertification mandate for firearms instructors be extended to four years instead of the current three year mandate. The three year recertification window was initially set approximately 30 years ago and was based on strategically conveying all appropriate legal changes to guest instructors. The period was also used as a way to efficiently access instructional assistance for the basic law enforcement curriculum.

Each agency internally requires their officers to qualify with a firearm every year. Extending these certifications for an additional year should not cause any decline in instructional expertise. This would allow for more manageable controls and the continued growth of a very popular certification.

Driving Instructor Recommendation

As noted, the data obtained clearly renders that there is a substantial shortage of driving instructors. In 2011, the Academy provided four driving instructor classes with a success rate of 45.5%. Last year only 41 officers were certified. This discipline is not a very popular certification nor is it easy to obtain. Taking these factors into account, SCCJA will increase the amount of driving instructor classes from four to six to assist in augmenting the pool of guest instructors.

It should also be noted that due to the high attachment of liability in this area, it is of great importance that an independent study of this discipline be conducted to develop methods to attract more qualified instructors in this specialty. One idea to initiate this approach is making the discipline more of an organization than just a certification. With appropriate influence and coordination, perks such as visiting / driving the driving tracks in Darlington, BMW-Spartanburg, and Michelin would be an invaluable recruitment tool.

Evaluation Methods

In order to assess the progress of these plans, the Advanced Training Manager will extract and maintain quarterly reports employing the identical data collection process that was used for this analysis. The quarterly figures will be followed closely culminating with a yearly report. The findings at the end of the year will determine if the initial implemented strategy had a positive impact on absenteeism. The evaluation process for firearms, driving, and basic instructors will also be monitored on a quarterly basis to gauge the impact on instructor management.

Summary / Conclusion

The main consideration recognized in this analysis was the significant impact absenteeism has on the SC Criminal Justice Academy's advanced / specialized classes. This study primarily focused on the attendance deficits and managerial tactics that can be implemented to decrease these numbers. In conjunction with this area of concern, instructor certifications in firearms, driving and basic instruction were examined to ascertain a ratio of instructor allocations per agency within law enforcement.

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APPENDICES

APPENDIX 1

ADVANCED TRAINING STATISTICS

January - December 2011

APPENDIX 1

<u>Class Title</u>	<u>Offerings</u>	<u>Registered</u>	<u>Total</u>	<u>Excused</u>	<u>Excused</u>		<u>Unexcused</u>	<u>Unexcused</u>
		<u>Students</u>	<u>Absent</u>	<u>Absence</u>	<u>%</u>		<u>Absence</u>	<u>%</u>
Adv. Sexual Assault	12	232	48	5	2.20%		43	18.50%
ARIDE	12	194	30	7	3.60%		23	11.90%
Basic Detective	3	75	16	14	18.70%		2	2.70%
Basic Instructor Development	6	117	29	23	19.70%		6	5.10%
CDV-Back to Basics	8	128	18	1	0.08%		17	13.30%
CDV - Culturally Diverse	1	9	0	0	0%		0	0%
CDV-Evidence Collection	6	109	6	0	0%		7	6.40%
CDV - Case Management	1	15	5	3	20%		2	13.30%
Chief's Workshop	1	44	8	1	2.30%		7	15.90%
Crime Scene for New Investigators	2	44	17	10	22.70%		7	15.90%
Crime Scene For Patrol Officers	2	36	6	2	5.60%		4	11.10%
Defensive Tactics Instructor	3	60	18	14	23.30%		4	6.70%
Defensive Tactics Instruct. Recert.	2	82	43	31	37.80%		12	14.60%
DMT Operator	42	910	150	39	4.30%		111	12.20%
DRE Pre School	2	35	1	1	2.90%		0	0%

DRE School	2	32	0	0	0%	0	0%
Driving Instructor	4	90	49	41	45.60%	8	8.90%
DUI / SFST Instructor	4	66	11	6	9.10%	5	7.60%
CDV - Elder Victimization	8	152	42	27	17.80%	15	9.90%
Executive Management	2	67	16	13	19.40%	3	4.50%
Field Training Officer	3	98	20	17	17.40%	3	3.10%
Field Training Officer - Manager	2	85	17	10	11.80%	7	8.20%
Fingerprint Recognition	3	65	30	18	27.70%	12	18.50%
Firearms Instructor	5	115	46	41	35.70%	5	4.40%
Gangs - Criminal Overview	14	285	64	11	3.90%	53	18.60%
Gangs - Criminal Investigations	14	334	60	2	0.06%	58	17.40%
Gangs - Graffiti Recognition	13	262	59	17	6.50%	42	16.00%
Gangs - LE Response	19	492	58	4	0.08%	54	11.00%
Gangs - Security Threat Investigations	7	146	10	0	0%	10	6.80%
Ground Defense Instructor	4	67	30	21	31.30%	9	13.40%
Human Trafficking	13	290	66	3	1.00%	63	21.70%
Juvenile Specifics	8	239	65	24	10%	41	17.20%
Mid Level Management	22	420	69	30	7.10%	39	9.30%
Narcotics Undercover Techniques	4	59	12	7	11.90%	5	8.50%
Officer Survival - Train the Trainer	2	33	7	6	18.20%	1	3.00%

OC Instructor	2	45	11	9	20%	2	4.40%	
OC Instructor Recertification	4	79	24	12	15.20%	12	15.20%	
Assault Rifle / Select Fire Instructor	4	39	3	0	0%	3	7.70%	
Patrol Rifle Instructor	1	13	4	4	30.80%	0	0%	
Precision Marksman	1	11	3	3	27.30%	0	0%	
Principles of Supervision	7	153	20	2	1.30%	18	11.80%	
Responding to Stalking / Harassment	1	10	3	0	0%	3	30%	
SALTS - Safe and Legal Traffic Stops	4	38	0	0	0%	0	0%	
Advanced School Resource Officer	4	58	9	7	12.10%	2	3.50%	
Basic School Resource Officer	1	26	6	2	7.70%	4	15.40%	
Select Fire - Assault Weapons	3	28	5	3	10.70%	2	7.10%	
Speed Measurement Device Instructor	3	53	0	0	0%	0	0%	
Specific Skills Instructor	11	269	38	12	4.50%	26	9.70%	
Technical Collision Investigation I	4	98	7	3	3.10%	4	4.10%	
Motorcycle Collision Reconstruction	2	43	7	5	11.60%	2	4.70%	
Pedestrian / Bicycle Reconstruction	2	68	14	10	14.70%	4	5.90%	
Technical Collision Investigation II	5	100	7	7	7.00%	0	0%	
Technical Collision Investigation III	2	66	8	7	11.10%	1	1.60%	
Training Manager Development	3	53	10	8	15.10%	2	3.80%	
Totals	320	6737	1305	543	8.10%	763	11.30%	
Certifications	14	54	1104	266	189	17.10%	77	7.00%

APPENDIX 2

Law Enforcement Internal Instructor Survey Questions

1. Does your agency have a set percentage or number of basic instructors that your organization must have at all times?
2. Does your agency have a set percentage or number of firearms instructors that your organization must have at all times?
3. Does your agency have a set percentage or number of driving instructors that your organization must have at all times?
4. What are your agency's guidelines with regards to instructor ratios on an active firearms range?
5. What are your agency's guidelines with regards to instructor ratios on an active driving range?
6. When selecting personnel to become certified as agency instructors, what criterion does your organization consider?

Law Enforcement Internal Instructor Survey Results

<u>Agency</u>	<u>Question 1</u>	<u>Question 2</u>
FLETC	No	No
IALEFI	No	No
Georgia DPS Training Center	No	No
LAPD	No	No
Atlanta PD	No	No
Broken Arrow, OK PD	No	No
Boise, ID County Sheriff's Office	No Instructors	No Instructors
Aberdeen, WA Police Department	No	No
Laurens, SC PD	Goal is 2	Goal is 2
Sevier, TN County Sheriff's Office	No	No
Blacksburg, VA PD	No	No
Anderson, SC County Sheriff's Office	No	No
Cumberland County, ME Sheriff's Office	No	No
Otter Tail County, MN Sheriff's Office	No	No
Asheville, NC PD	No	No
Dallas, TX PD	No	No
Lexington, KY PD	No	No
Boca Raton, FL PD	No	No
Travelers Rest, SC PD	No	No
Lumberton, NC PD	No	No

<u>Agency</u>	<u>Question 3</u>	<u>Question 4</u>
FLETC	No	7 to 1
IALEFI	No	6 to 1
Georgia DPS Training Center	No	4 to 1
LAPD	No	5 to 1
Atlanta PD	No	7 to 1
Broken Arrow, OK PD	No	6 to 1
Boise, ID County Sheriff's Office	No Instructors	No Instructors
Aberdeen, WA Police Department	No	6 to 1
Laurens, SC PD	Goal is 2	6 to 1
Sevier, TN County Sheriff's Office	No	6 to 1
Blacksburg, VA PD	No	5 to 1
Anderson, SC County Sheriff's Office	No	6 to 1
Cumberland County, ME Sheriff's Office	No	2 to 1
Otter Tail County, MN Sheriff's Office	No	6 to 1
Asheville, NC PD	No	6 to 1
Dallas, TX PD	No	6 to 1
Lexington, KY PD	No	7 to 1
Boca Raton, FL PD	No	6 to 1
Travelers Rest, SC PD	No	6 to 1
Lumberton, NC PD	No	6 to 1

<u>Agency</u>	<u>Question 5</u>	<u>Question 6</u>
FLETC	3 to 1	Background, Expertise
IALEFI	N/A	Talent, Experience, Background
Georgia DPS Training Center	9 to 1	Experience, Background
LAPD	3 to 1	Position, Expertise, Education, Experience, Personality
Atlanta PD	3 to 1	Education, Experience
Broken Arrow, OK PD	3 to 1	Experience minimum of 3 Yrs.
Boise, ID County Sheriff's Office	No Instructors	No Instructors
Aberdeen, WA Police Department	3 to 1	Experience
Laurens, SC PD	3 to 1	Motivation, Experience, Loyalty, Dedication
Sevier, TN County Sheriff's Office	3 to 1	Special Talents
Blacksburg, VA PD	3 to 1	Education, Expertise
Anderson, SC County Sheriff's Office	3 to 1	Experience, Expertise
Cumberland County, ME Sheriff's Office	3 to 1	Responsible, Experience, Expertise
Otter Tail County, MN Sheriff's Office	3 to 1	Experience, Talent
Asheville, NC PD	3 to 1	Education, Talent, Experience
Dallas, TX PD	3 to 1	Experience, Education
Lexington, KY PD	3 to 1	Position, Experience, Expertise
Boca Raton, FL PD	3 to 1	Education, Experience
Toledo, OH PD	3 to 1	Experience
Lumberton, NC PD	3 to 1	Expertise, Experience, Education